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EFFECTIVE IDEAS
FOR
LOCAL GOVERNMENT

May 1983

city of san luis obispo



EFFECTIVE IDEAS
FOR
LOCAL GOVERNMENT

May 1983

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INTRODUCTION

The community of San Luis Obispo is located in the midst of rolling hills on the central coast of California. Its population of about 35,400 makes it the largest city in the county, and it is the county seat. The City is a chartered, full-service city governed by a council-manager form of government. About 275 people are employed by the City which has an operating budget of about \$14,500,000.00. The economy is supported largely by California Polytechnic State University and tourism.

The passage of Proposition 13 in 1978 and cutbacks in State and federal assistance have created serious fiscal restraints on local governments. Other changes are also occurring in our society which further deem traditional approaches of local government management unsuitable for the challenges that now face them. Like many other cities, in order to continue to provide the wide variety of quality public services that its citizens depend on, San Luis Obispo has had to respond by applying creative innovations without overlooking basic management needs.

These new ideas are part of the entrepreneurial approach to city management. This new approach is modeled after those used by the private sector and its ability to adapt well to change. It is goal and future oriented, flexible, and is aimed at the concepts of risk and profit. When applied to local government, some of the features needed include:

1. More cooperation between the public and private sectors;
2. A greater emphasis put on volunteerism; and
3. Citizens should be assisted in doing for themselves what they have come to expect to be done by local government.



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The purpose of this document is to demonstrate that the City of San Luis Obispo has undertaken this approach by making maximum utilization of existing time and resources, and to provide a means by which to share the experiences with those who can benefit from them. The City has attempted to apply entrepreneurial management wherever possible, and this report categorizes some of these efforts by the functional areas under which they fall.

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MANAGEMENT

Goals and Objectives Reporting System

This year staff has incorporated agreed-upon objectives into a quarterly reporting system. The goals and objectives reporting system consists of a document which lists the 47 most important objectives for the fiscal year. Each of the 47 objectives is broken down into three parts. A brief summary of the work product contains a description of the objective and defines measurable elements of the program or project. Secondly, the completion schedule or key milestones portion consists of a list of dates stating when various elements of the project will be complete. Lastly, the update portion of the system contains a specific quarterly update of what has been accomplished and reasons for any changes.

In addition, seven management team goals are designated in the document. The progress and direction of these objectives is periodically reviewed by all department heads. The system allows both the staff and City Council to focus upon the projects and programs which have been identified as the most important and provides a signal to management and staff that they are allowing themselves to become distracted by less important matters if they fall behind on these critically important programs and projects.

Strategic Planning

The City of San Luis Obispo has begun a strategic planning program effort. It is a comprehensive program which becomes a framework for long-range planning and action to be taken in order to achieve goals and objectives agreed upon by various decision-makers and leaders.

The program goal is fiscal independence. Objectives are to promote stability of the economic base, to make better use of existing resources, and to retain and enhance San Luis Obispo's dominant economic role in the region. Specific objectives of the program are to provide an overview of the local economy, to explore

economic options available to the City, and to prepare a comprehensive economic policy for the community.

The program includes an employment survey and analysis, a commercial/industrial land analysis, a City revenue analysis, an evaluation of techniques and resources, and an evaluation of alternative strategies. The latter evaluation will attempt to consider the effect of each alternative on housing supply and demand, population growth, unemployment, and personal and City income and expenses.

Safety and Loss Control Management Program

The City of San Luis Obispo is self-insured and has therefore established a safety/loss control management program in order to provide an accident/incident information system for measuring and appraising performance problems. Its purpose is to identify poor work practices, inefficient work procedures, equipment deficiencies, misunderstandings of procedure and policy, and evidence of managerial oversights. The program is formally established in a comprehensive policies and procedures document.

Elements of the program include on-the-job injury, on-the-job illness, property damage, motor vehicle damage, general liability exposures, and contract exposures. A Safety/Loss Control Committee and Chairperson have been designated. The Committee consists of representatives from various departments and are appointed by the department head. They meet monthly, and their duties include providing interdepartmental coordination of safety and loss control programs, inquiring about safety and loss control methods or equipment, maintaining a safety training program, studying relative legislation, orders, codes and ordinances, reviewing accident reports, and making recommendations to department heads on safety-related items.

One of the activities that the Committee has enacted is a "Safety Incentive Program." This program was developed to reward those deserving of recognition. Each month an employee of the month is selected by each division based on safety performance. An overall employee of the month is then selected from these candidates, and is then eligible for employee of the year and a \$50.00 cash payment.

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NEW FORMS OF REVENUE AND SAVINGS

Recreation Department Revenue and Savings

The Recreation Department has established various new sources of revenue for financing its programs. The "Rent-A-Leader" program produces income that allows one hour paid leadership for a Department-sponsored program for each hour a leader is rented out for a private function. Private functions include things such as birthday parties.

"Purchase-A-Program" operations have been very successful. Local service organizations now "own" ninety percent of the youth soccer, youth track and the teen athletic programs which will start this spring. This involves sponsoring the activities, purchasing the equipment, and doing much of the supervisory work. Very little funds are thus required from the City.

The Department is now acting as its own concessionaire at special events held in recreational facilities. This differs from the past when user organizations were allowed concession sales for a return of ten percent of their gross sales to the Department.

The children are doing their share, too. The Little Rec'ers, which is the pre-school program, made tree decorations and put together recipe books which they sold at special events. The income from these sales refurnished the Little Rec'ers room with child-sized furniture and restocked their recreation equipment locker.

The Recreation Department's informational brochure, which keeps the populace informed as to recreation offerings in the community, is now being published semi-annually rather than quarterly. It is also now prepared on newspaper format rather than the more expensive photo-ready process. The savings this has produced has made it possible to increase circulation to 6,000 semi-annually or double the quarterly circulation of 1,500.

Bartering for Computer Printouts

The City allows electronic monitoring manufacturers to use its sewer system for testing and calibration of their equipment in exchange for free state-of-the-art computer printouts of flows and velocities. The testing involves water and wastewater flow-monitoring electronic equipment which is computer compatible. It is manufactured by Montedoro-Whitney which is located in San Luis Obispo.

The City uses the printouts to compare the volume that existing pipes can and are handling with flows estimated when installed. Were the City to contract for this information, it would cost approximately \$5,000.00 for printouts. Should this information be utilized for the entire system, it would be an extremely large expense for this detailed analysis. The information will assist the City in its control efforts; and in the long run, printouts will save the City many thousands of dollars in study and measurement efforts.

Tree Maintenance

Two years ago the tree maintenance program was reduced to cover only downtown and major street trees. Residents must take care of their own trees except in emergencies. To overcome sidewalk shrub hazards, the City has developed a posting program to inform property owners of the need to trim their shrubbery.

In order to help property owners better deal with the posting program, the City is developing a program in which tools and advice would be lent to them. San Luis Obispo also has a residential tree program where the City splits the wholesale cost of a fifteen-gallon tree with property owners and the property owner plants the street tree.

Stainless Steel Equipment

The wastewater treatment plant is replacing corrodable metal equipment with stainless steel wherever practicable. On many pieces of equipment, the initially larger investment is more than compensated for in increased lifespan and reduced maintenance time.

For example, new grinders were purchased with frames made out of stainless steel. They will last much longer than the old ones, and maintenance which is saved includes things such as painting and treatment for rust.

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CONTRACTING FOR SERVICES

Copying Services

The City has significantly reduced its copying expenses since it began contracting for the larger volume jobs to be done by a private business. Bids for copying services were taken in June 1982, and the City made an agreement with a local copy shop to have the copying done at 2½¢ per copy. The City was previously spending \$2,700.00 per month or 4.7¢ per copy. It also saved the City approximately \$60,000.00 additionally by enabling it to purchase low-volume rather than large-volume copying machines. The shop picks up and delivers the copies so staff time is reduced.

The copies have been good quality and are delivered within 24 hours of pickup. The contract established a minimum volume estimated at 50,000 copies per month. Each job is to be a minimum of 10 copies and maximum of 1,000. The services are paid for out of the budget of the department having the copying done which further encourages savings.

Parking Meter Collection and Repair

This year the City began contracting for parking meter collection and repair. In the past, the City had employed a parking meter repair worker to collect meter revenue and maintain the meters. This method of operation was subject to many personnel problems. It required costly on-the-job training, and any repair worker absence significantly disrupted the collection and repair activity because the City could not adequately cross-train temporary replacements. It was difficult for the supervisor to provide assistance and direction because the repair work is technical and specialized. There was also a temptation to embezzle meter revenue, and the required physical activity created potential safety hazards. The last two employees are evidence of these problems. The last repair worker left after sustaining a work-related injury, and his predecessor was dismissed for embezzling meter revenue.

An agreement with Brink's Incorporated for meter collection was approved on February 15, 1983, and repairs are done by Traffic Appliance Corporation on a purchase order basis. Brink's had been counting and depositing all parking meter revenue collected by City employees for the past six years, so the contract was actually an extension of their service. The cost of collection is 40¢ for each collection, count and deposit of money from a parking meter.

The primary advantage of this approach to meter service is that it eliminates most of the personnel problems. In addition, collection and counting is easily accounted for, and Brink's has more experience than the City in dealing with security required for parking meter collection.

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USE OF VOLUNTEER SERVICES AND DONATIONS

Police Department Volunteers

The Police Department organizes many services using numerous volunteer individuals and organizations. Under the Volunteer Reserve Officer Program, the Department recruits, trains, and uses people from all walks of the community to supplement and assist full-time sworn personnel. This program includes a Chaplains' Corps that consists of four persons from the clergy who ride with the officers and do other related tasks. The chaplains counsel citizens, do crisis intervention, counsel officers and their families when requested, etc. The Department also uses Youth Corps employees, student interns, retired senior citizens, fraternity members, jail trustees, etc. Many services are contributed by a number of community service groups such as S.A.R.T. (Sexual Assault Response Team), S.A.V.E. (Sexual Assault Victim Education), Rape Crisis, Hotline, alcohol and drug abuse programs, and others.

Student Training Programs

The Recreation Department participates in various programs in cooperation with Cal Poly in which students satisfy class assignments and gain work experience by doing volunteer work for the City. A "Living Laboratory" program has been started with the Cal Poly Ornamental Horticulture Department where students' lab classes are spent in park areas where they assist City forces with irrigation installation, planting and transplanting plant materials, and constructing basic park furniture. This program accounts for approximately 850 volunteer hours per school term.

In cooperation with Cal Poly's Recreation, Physical Education, Child Development and other related departments, the City Recreation Department furnishes the laboratory setting for students to receive first-hand leadership and training as they serve as coaches and program leaders under the "Learn by Doing" program. During the regular school year, this interagency cooperation averages over 12,000 volunteer leader hours for the City Recreation programs.

From this large volunteer work force, the Department selects the most promising to become part-time paid leadership staff. In this way, the Department can obtain the best leadership available for the least expenditure. The Recreation Department staff fluctuates in number from 70 to over 125 depending on the season. Of this number all but seven are part-timers.

Senior Center

The Senior Center opened over ten years ago, and with minimum Recreation Department supervision, the senior citizens themselves have volunteered to produce their own program. The Senior Center boasts a full slate of recreational activities, as well as legal counseling, informational programming, health screening, low-cost lunches and bingo. The seniors also publish their own newsletter, have a six-hour per day answering service where other seniors may call for assistance, serve dinners on all major holidays, and have monthly birthday parties for the membership. The center is open every day of the year, and a hostess is always on duty to dispense information. The operation is funded by a \$2.00 annual membership fee, rummage sales, dances, and bingo games. They also donate money to Chris Jespersen School for handicapped children which is raised by selling crafts made by the senior citizens in their own craft classes. The total account of the Senior Center is currently \$4,702.00.

Recreation Department's Public/Private Joint Ventures

The Recreation Department contributes its organizational and management expertise to numerous private, non-profit groups which have formed to assist in construction and maintenance of special recreation facilities. The San Luis Obispo Softball Players Association contributes six to ten thousand dollars annually for improvement and maintenance of softball facilities. Another example is the San Luis Obispo Horseshoers who constructed five additional courts and held tournaments to pay for upkeep and maintenance of the horseshoe pits.

Adopt-A-Park Program

The Youth Community Service Program, for youthful offenders serving probation time, has begun an "Adopt-A-Park" program which provides park and stadium clean-up and pre-construction ground work at many park areas. The program also serves to lessen vandalism in the park areas where the work takes place.

The program has existed for five years. It is currently involved with work at a large community park which includes building concrete bleachers at the pool, resurfacing tennis courts, baseball diamond construction, painting, general park maintenance, and litter pickup.

Pretreatment Program

In 1981-82 a group of Cal Poly students prepared the Public Owned Treatment Works (POTW) Pretreatment Program for the City as their senior project. The City is required by federal regulations to establish the program. Its objective is to prevent the introduction of pollutants that will interfere with the operation of the POTW, pass through the treatment works, reduce opportunities to recycle and reuse municipal wastewater and sludge, or expose POTW employees to hazardous chemicals.

The program describes an ongoing process of discharge data collection, pollutant source identification, discharge monitoring and control, and enforcement of discharge limitations developed to protect the POTW. The use of students rather than a private consultant saved the City an estimated \$10,000.00.

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HUMAN SERVICES

Grants-In-Aid

Under the Human Relations Commission's (HRC) Grants-In-Aid program, the City annually awards funding to public and non-profit agencies which provide for unmet needs. The HRC reviews proposals from agencies seeking financial assistance and recommends funding levels to the City Council.

Present awards have gone to organizations such as the Salvation Army, Senior-Home-Share, the YMCA, the Child Development Center, Friendship School, Hospice, Family Service Center, the Special Olympics, Hotline, and others. These agencies have provided services such as a swimming program for low-income individuals, a camping program for disabled adults, various emergency crisis services, and many other programs.

The City's assistance in funding such programs is becoming increasingly important in light of social program cutbacks by the State and federal government. The Grants-In-Aid program enables the City to help fund these services without a large social services staff, and the provision of such services through private and volunteer organizations is widely felt to be more efficient than by government staff.

Landlord/Tenant Inspection Service

In 1980, the City Human Relations Commission introduced the Landlord/Tenant Inspection Service (LTIS). LTIS is a City-sponsored program that provides for rental inspections to apartments and homes of City residents. If the service is requested by either the landlord or tenant, the apartment or home is inspected when the tenants move in and again when they move out. In the case of a dispute over the amount of a deposit that should be returned to the renter, the inspector attempts to resolve the issue before it is taken to small claims court. If it is taken to court, the inspector can testify on behalf of the participants.

A contract employee has been hired as the coordinator for the program and is paid on a commission basis. The inspector receives a \$25.00 fee from each home or apartment inspected, from which the City receives forty percent. This accounted for \$340.00 in income for the City last year which partially went to advertising for the program.

The service was performed thirty-four times last year. It is particularly valuable to the community because the City has a very high percentage of rental units, and a large proportion of its population consists of college students.

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INFORMATION

Project Tracking

The Community Development Department has developed and implemented a project-tracking system. The purpose of the system is to allow all of the department staff and the public to know the basic location of a project in the development review process. It also enables the supervisorial staff and the director to quickly determine the workload of each project planner and to assign new projects as they occur.

All types of discretionary projects typically approved by the director, the Architectural Review Commission, Planning Commission, or the City Council are reported. Each project planner fills out forms on projects he or she is responsible for, and each week the department secretary publishes an updated list on the status of development projects.

The lists include general information on each project; then appropriate dates are placed in columns as the project proceeds through the review process. Columns exist for applications received and certified; initial environmental determination; draft and final EIR published; schematic and final ARC review; administrative, Planning Commission and City Council hearings; and ordinance dates. After a project has been approved, it is listed on a project directory.

Finance Department Minicomputer Applications

The City Finance Department has made extensive use of minicomputer applications while creating an efficient information system at minimal cost. For the main financial applications, the Department contracts with the County of San Luis Obispo for use of their IBM Mainframe. All output is produced on microfiche. The Finance Department also uses a DEC minicomputer, located at the Police Department, for those applications which require more storage and memory than available on the microcomputer. The Department itself contains two terminals, a microcomputer, and a printer. All of the

equipment within the Department can communicate through a telephone link with either the minicomputer or the IBM Mainframe.

Some of the general purpose uses of the system include its use as a data entry workstation, an on-line terminal to timeshare resources, and development of general purpose graphics. Specific finance-related-applications include a treasury investment file, revenue refund checks and registers, vehicle replacement reserves, employee benefit insurance premiums, revenue forecasting, and water meter reading. Other applications are transit system operations analysis, engineering traffic counter analysis, and parking meter inventory.

Traffic Engineering

The Engineering Division of the Public Works Department is utilizing computer applications to increase accuracy and reduce cost of analyzing the effects of various policies on traffic in the City. The Division is using City-owned microcomputers and the computer resources at Cal Poly State University.

In the past, the City contracted with consultants from Los Angeles and San Francisco to analyze the effects on traffic that projects under consideration would produce. These studies cost the City as much \$30,000.00. Using firms located outside the region resulted in the firms' making assumptions in performing the studies. These assumptions often were inaccurate and led to inappropriate results.

The primary projects using the Cal Poly computer are the Transportation Network (TNET) and the Signal Optimization (TRANSIT7F) programs. TNET enables the City to determine the effects of almost any type of project on traffic in all parts of the City; for example, if a particular area is developed or a street is closed, it will be possible to determine the impacts and mitigations using existing data. One planned future use for the system is in signal timing. Currently, signals operate the same way all day. With the kind of information than can be generated from the TRANSIT7F program, it will be possible to create different

timings for different times of the day in order to reflect the changing needs.

In addition, the microcomputer is generating time/space diagrams, radar speed surveys and traffic count reports. Summary charts and graphics produced reduce analysis time and make the data understandable to all. The City has also saved money in various instances where Cal Poly students have been used to collect data and conduct surveys.

Fire Department Microcomputer Hardware

The Fire Department has purchased microcomputer hardware to increase the efficiency of its operations. The microcomputer system, which is CPM compatible, was chosen for its low cost and application flexibility. It has been integrated with the emergency services CAD system, providing an alternate dispatch location and remote access for day-to-day operations and a stand-alone CAD system operating on the microcomputer. The microcomputer also provides word-processing capabilities and a wide variety of available software.

The purchase of commercial software packages has already allowed the Fire Department staff to develop specific programs for Fire Department applications. The primary benefit of a commercial software package is that minimum training, only eight hours, provides staff with the technical ability to write programs with wide applications. The Department has already developed a comprehensive fire-prevention, recordkeeping and inspection program; a hydrant maintenance recordkeeping system; and a management reporting system for statistical analysis of emergency responses.

Microcomputer hardware has been purchased for all fire stations. The objective of the localized computer capabilities is to provide a satellite emergency report-writing data entry and retrieval system for each fire station to reduce paper and streamline the current paper documentation system.

Police/Fire Dispatch Center

In 1979, the Fire and Police dispatching services were consolidated into one emergency services dispatch center. The joint Police/Fire Dispatch Center replaced two duplicate operations with a modern communications center with new equipment and better trained personnel. Shortly thereafter, the Dispatch Center became the 9-1-1 answering point for the telephone company's central office, and emergency responses became even more efficient. More recently, a computer-aided dispatch (CAD) system was added to increase the efficiency and speed of the Dispatch Center. The CAD system sends via a teleprinter in each fire response vehicle a hard copy of key information including occupancy hazards and tactical information. The system also directly interfaces with external data bases in Santa Barbara County, Sacramento, and NCIC in Washington which increases the safety of our offices by automatically checking for stolen property or vehicles and wanted persons.

Radio Crime Watch

In 1982, the Police Department instituted an innovative publicity program for crime awareness. The Radio Crime Watch is a program developed for the media and citizens who are concerned about crime in their area. The program consists of an answering machine which provides a 60- to 90-second summation of crime in the community during the past twenty-four hours. The program was developed by the Crime Prevention Unit as a means of increasing citizen awareness of crime in the community. The Monday-through-Friday summation of crime provides the kind of crime and location along with the method of operation, what was stolen, and a crime prevention tip. Each morning the Crime Prevention Coordinator reviews the daily log and picks out salient crimes in the City which he then records on an answering machine located in the Department. The summations are kept down to about 60 seconds so radio stations can tape them directly for use over the air. A brief crime prevention tip is incorporated at the end of the message.

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TRAINING AND PERSONNEL

Training Days

The Police Department has recently instituted an in-service training program known as "training days." This involves rescheduling officers on various shifts so that their work period on a training day is for the time scheduled for training. This reduces overtime costs for training and still allows the Police Department to complete mandatory in-service training programs. The Department has also been able to increase in-house training through the use of state-of-the-art video tape equipment. In the long run, this will cost less than getting essentially the same training at a location which involves room, board, and tuition costs. Training sessions are presented by different individuals on various topics and are videotaped by department staff. The sessions are then viewed by officers during their work periods and can take place any time of the day.

Interdepartmental CPR Training

The City Recreation Department, because of instructor licenses held by members of the staff, was instrumental in beginning the first in a series of CPR training sessions that will eventually see all Public Works, Community Development, Safety and Support personnel trained in this life-saving procedure. Subsequently, persons taking the first instructional course have gone on to become instructors and will see to additional training in their respective departments.

Public Safety Health Fitness Program

In January of 1983, the City Council approved a Public Safety Health Fitness Program for the Police and Fire Departments. This was the result of several years' research and development, the goal of which is to reduce costs associated with sick leave, on-duty injuries, and early medical retirements. The City has contracted with private medical and health practitioners to develop a

comprehensive long-range program for evaluating medical and physiological conditions of participants, combined with individual maintenance prescriptions to improve and correct deficiencies. It is hoped that this program will also have a collaborating effect of reducing stress and improving overall productivity.

Water Meter Customer Service Representatives

The Utilities Division of the Public Works Department is currently in the process of reorganizing the water meter read/service program. There currently exists one meter reader position and two field repairmen. These will all be developed into a combination of meter reader/service representative positions. The City will be divided into three sections with a territory of responsibility for each of the three positions to read and service water meters.

The new combined positions will have the title of "customer service representative," each assigned a territory to better plan, schedule, and control meter reading and meter service activities. The program will make it possible to measure results, compare productivity, and maximize the utilization of available manpower. With this information management can better evaluate and schedule the employees' work load and time, as well as better serve the public. The program will also mean that a very large increase in the number of meters will have to take place before another employee needs to be hired, and the sense of responsibility created by each worker having his own area will hopefully result in increased productivity.

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ENERGY CONSERVATION

Police Department Energy Conservation Program

The Police Department has taken various steps which have reduced its overall energy consumption by fifteen to twenty percent. These measures include an overall energy conservation awareness program which has educated employees to the need to turn out hallway lights, lights in rooms not in use, etc. The Department has installed energy-saving light fixtures and low-energy fluorescent tubes, and has encouraged use of task or work station lighting as opposed to large ceiling fixtures. An economizer cycle has also been installed on the existing H.V.A.C. system to reduced electrical costs by taking greater advantage of the outside air when temperatures outside are suitable. This system allows the condenser, cooling tower, and various pumps to shut down entirely for large parts of the day, especially during the fall, spring and winter months.

Municipal Pool Solar Project

The municipal pool has reduced its consumption of natural gas by twenty-five percent by placing a solar cover on each night. The City is currently installing a solar water heating package to the pool and facilities which will further reduce the consumption of gas by at least two-thirds. Since the pool is open fourteen hours per day, this will represent a significant energy savings. The cover and heating package together will save the City about \$15,000.00 a year.

Wastewater Treatment Plant

The wastewater treatment plant is encouraging energy conservation wherever possible. Purchases of new vehicles are limited to compact trucks, and bicycles are used for interplant transportation wherever possible. The plant is also in the process of installing extra-high-efficiency grounds lighting. Flood and spot lighting have been eliminated. Three 150-watt bulbs were previously used

for each light. These have been replaced by one low-pressure sodium bulb per light which only uses 95 watts but still gives more light. Therefore, each light has been reduced from 450 to 95 watts.

City Hall

The City has two staff members who are qualified energy auditors. They have taken an energy audit class and are certified by the State. They make recommendations on new technology for energy savings and fill out forms for state grants of this type. In the last three years, all City buildings have been reviewed for possible improvements and recommendations have been made.

A separate energy conservation study was done on City Hall. It will soon undergo many major improvements which will result in a large overall savings in energy use. Improvements include insulation, revamping of the heating and ventilation systems, window coverings to act as sun shields, and a new entrance. The new entrance will include air locks inside or outside to prevent the loss of heat when the door opens.

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CRIME PREVENTION

Sector Policing

Sector policing has proven successful in identifying crime or potential crime problem areas with appropriate measures taken to reduce the opportunity for crime to occur. The sector-policing concept originated six years ago and is designed to reduce crime risks by assigning officers to patrol specific areas, or sectors, of the City, thus acquainting the officers with residents and potential trouble spots. Through this increased familiarity, citizens have built a rapport with those officers patrolling their particular area of the City, and the spirit of cooperation so essential to effective crime prevention has been achieved. Alerted to problem areas, extra patrol and attention is devoted to resolving these problems and reducing the potential for crime.

Crime Prevention Presentations and Programs

A ten-year study of crime in San Luis Obispo has shown that major crimes have been increasing by a yearly average of 8.8%. This demonstrates the increasing problems faced by the criminal justice system. It has become increasingly important that citizens become knowledgeable of the problems involved in crime prevention and ways they can participate in crime prevention activities.

The San Luis Obispo Police Department has available a series of presentations designed to educate concerned groups about these problems and activities. The Department currently offers nineteen different presentations which include subjects such as law enforcement constraints, home security, shoplifting, rape awareness, juvenile drug and alcohol abuse, and others.

Various crime prevention programs and services are also made available by the Department to citizens interested in directly participating in the increased security of their home and community. Operation Identification is a program by which engravers are available on loan from the Police Department with free inventory records and Operation Identification decals for doors and windows.

Theft is deterred and recovery of stolen valuables is greatly increased if the owner's driver's license number is inscribed on the items. One of the most effective programs for reducing or eliminating crime is the Neighborhood Watch program. It is designed to organize neighbors to watch out for one another by reporting suspicious activities in their area. The program includes signs which advertise to burglars the existence of an active neighborhood watch group.

Other programs include a Block Parent program in which parents concerned with child safety offer their home as a safe refuge to school children who may become frightened by child molesters, vicious dogs, or accidental injury. Citizens are able to acquaint themselves with the duties of officers as they patrol the streets through the Citizen on Patrol program. The Residential and Commercial Security Survey program is designed for those concerned with improving the security of their home or business. It offers trained crime prevention officers to inspect residences or offices and make recommendations for improving their security. The service is provided free and includes a written record of the findings for future reference.

The participation in these programs has significantly reduced crime in San Luis Obispo. Major crimes increased by only 1.4% in 1982, compared with the 8.8% yearly average mentioned earlier and a national average of 12%.

Public Safety Development Review Process

An innovative facet of the City's Crime Prevention Program is found in the Public Safety Development Review Process. It is felt that this extra participation and input into community development projects will have a considerable long-term impact on the reduction of crime through the planning, design and physical characteristics of a proposed development.

The Police Department assists planners and developers by providing a review of factors that may substantially reduce future criminal opportunities and reduce vehicle accident potential. Suggestions are also forwarded to Community Services and other

staff on methods to harden potential targets and reduce accident-causative factors. Some of the specific measures sought include: adoption of acceptable building security and alarm standards, sight access, design criteria, lighting, and other factors affecting community safety. Crime prevention and traffic personnel reviewed 120 projects in 1982. Crime reduction through physical planning can deny many crimes the opportunity to occur.

DEVELOPMENT

Water Main Program26
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DEVELOPMENT

Water Main Program

The City's water distribution system is unable to supply adequate quantities of water with sufficient pressure and reliability in certain developed areas to comply with the City's current fire suppression standards. Additional developments cannot be permitted in these areas until the deficiencies are corrected. If the elimination of these deficiencies is established as a condition to private development, the high cost to the developer potentially delays or postpones indefinitely possible developments. In 1980, the City began budgeting about \$100,000.00 a year to assist developers in defraying the cost of construction improvements in the City's water mains. The money is spent at a rate not to exceed \$25,000.00 quarterly, and guidelines are established for selecting who is eligible for the assistance and the amount they will receive.

According to the guidelines, the Water Department compiles a quarterly list of projects for which developers have requested reimbursement. Priority is assigned first to projects eliminating the greatest deficiencies, second to projects which benefit the widest area of existing development, and third to all other projects. The City Council then decides what amount an individual project will receive.

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